

# Program Manager for Chemical Demilitarization

## Chemical Demilitarization Public Outreach and Involvement

**Presented by Mickey Morales, Public  
Affairs Specialist  
Public Outreach and Information Office**



# Presentation Agenda

- **The context for public involvement**
- **Public outreach and involvement Strategy**
- **Community based outreach strategy**
- **Site case studies**
- **Additional initiatives**
  - CTR
  - JACADS closure
  - Survey

# Context: the “Big Picture”

- **PMCD is a complex and ever-changing program**
- **Multi-level management crosses commands and government agencies**
- **Public outreach and involvement must respond to:**
  - Stakeholders: Congress, citizens, community leaders, etc.
  - Programmatic direction
  - Legislative mandates/technology decisions
  - Regulatory drivers
  - Oversight agencies
- **Programmatic events shape POIO approach**

# The Importance of Public Involvement

- **The Army recognizes the importance of an informed and involved public in disposing of chemical weapons in a safe and environmentally protective manner.**
- **Communities where chemical weapons materiel is stored must have access to information concerning the program and be given the opportunity to have their voices heard.**

# U.S. Public Outreach Guidance — Public Outreach

- **Department of Defense Principles of Information:**
  - *"It is the policy of the Department of Defense to make available timely and accurate information so that the public, Congress and the news media may assess and understand the facts about national security and defense strategy"*
- **Other U.S. agencies with established standards and principles for successful public outreach programs:**
  - U.S. Environmental Protection Agency
  - U.S. Department of Energy
- **Shared public outreach principles:**
  - Inform the public in a timely manner
  - Seek public input actively
  - Incorporate public comments and questions into the decision-making process
  - Report decision outcomes and the role of public comments in those outcomes

# Regulatory Drivers

- **Laws guiding public outreach at disposal facilities:**
  - **National Environmental Policy Act, 1969**
    - Promotes public awareness and provides the public with an opportunity to comment on draft documents and be involved in outlining issues of concern.
  - **Resource Conservation and Recovery Act, 1976**
    - Directs the Army to hold a meeting to inform the public of intent to submit application and to obtain comments.
    - Guides public input to the closure process.

# NRC Recommendations

- **The NRC provided recommendations to PMCD in 1994, 1996 and 1997 that focused on the need to provide public involvement in all areas of PMCD decision making and to improve communications with stakeholders at the sites**

# POIO Approach

- **PMCD put forth a full-scale public outreach initiative:**
  - Developed a comprehensive national strategy using risk communication theories and public affairs experts.
  - Shifted focus of outreach and involvement from headquarters to community based outreach.
  - Supported the establishment of outreach offices and information repositories in the U.S. and Russian Federation.
  - Developed the Change Management Process
  - Initiated a process for evaluating and improving program.



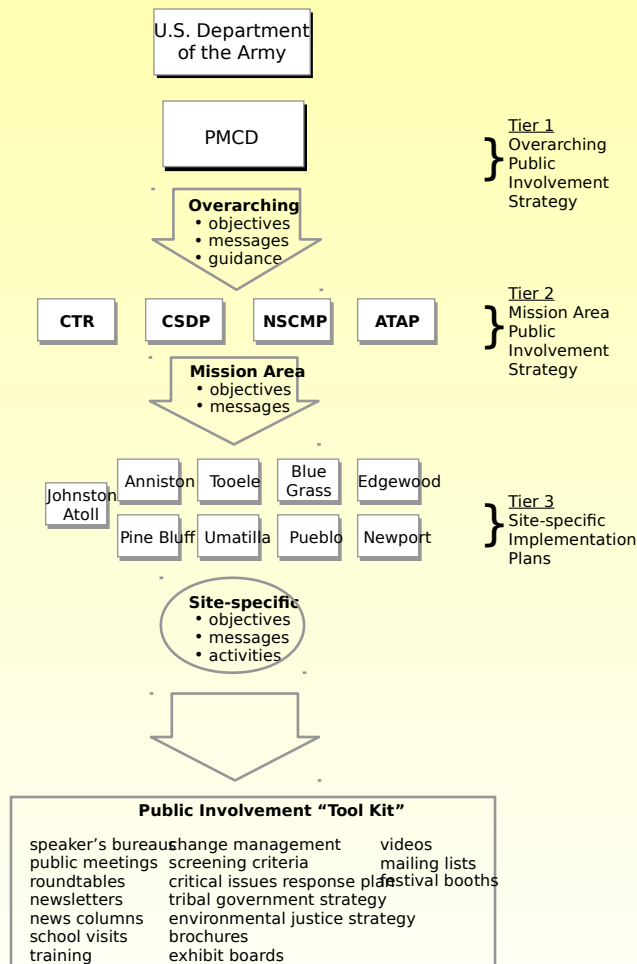
# National Strategy - Overview

- **Mission**
  - To provide a public involvement program that supports meaningful public participation and dialogue
- **Vision**
  - With management support and through a strategic public information and involvement program, the Public Outreach and Information Office will gain acceptance of the need for safe and expeditious disposal of chemical warfare materiel
- **Defining public involvement ...**
  - The sum of information, outreach and opportunities, that when strategically planned and consistently implemented, support meaningful public participation and dialogue

# U.S. Public Outreach Program — Public Outreach Strategies

- **Strategic framework**
- **Overarching strategy**
- **Programmatic guidance**
- **Mission area strategies**
- **Site implementation plans**
- **Site case studies**

# National Strategy - the Strategic Framework



# Overarching Strategy

- **Developed with input from sites and headquarters**
- **Focuses on accomplishing mission and carrying out vision**
- **Supports development of mission area strategies and site-specific public involvement activities**
- **Identifies overarching program objectives**
- **Defines public involvement team roles and responsibilities**
- **Incorporates programmatic guidance**

# Programmatic Guidance

- **Public Involvement Screening Criteria**
- **Critical Issues Response Plan**
- **Draft Public Involvement Policy Strategy for Tribal Interactions**
- **Environmental Justice Strategy Implementation Plan**

# Mission Area Strategies

## ■ Objectives

- Develop key messages to enable speaking with “One Voice” across all sites
- Carry messages forward by implementing site-specific public outreach plans
- Capture, track and respond accurately to comments, perceptions and questions

## ■ Approach

- Use mission area strategies to guide development of site-specific plans
- Implement site-specific plans at the local level
- Utilize captured comments, perceptions and questions to evaluate and update site-specific plans

# CSDP Mission Area

## ■ Objectives

- Develop key messages of safe disposal, worker safety, schedule, and budget that reflects “One Voice” across Army commands
- Establish effective site teams that will partner with PMCD POIO headquarters to carry CSDP messages forward and implement proactive site-specific public involvement implementation plans
- Develop a system to accurately capture, track, and respond to the public’s comments, perceptions, and questions regarding CSDP

## ■ Issues

- Technology choice
- Health and safety concerns
- Overlap of mission areas

## ■ Approach

- Use mission area strategies as guidance for developing site-specific implementation plans
- Implement site-specific plans at the local level
- Continue to track feedback to improve the public involvement program

# ATAP Mission Area

## ■ Objectives

- Inform the public and engage in dialogue about the neutralization process
- Inform and involve the public in the regulatory process
- Inform and involve the public in milestones that mark the development of the neutralization facilities

## ■ Issues

- Protection of the public, site personnel, and the environment
- Compliance with all relevant environmental regulations

## ■ Approach

- Use mission area strategy as guidance for developing site-specific implementation plans
- Develop a change management plan as it relates to ATAP



# CTR Mission Area

## ■ Objectives

- Communicate with U.S. and international stakeholders about the program to ensure continued support for critical demilitarization effort that is often dismissed as “foreign aid”
- Support the Russian Federation in efforts to establish and conduct their own public outreach and involvement program

## ■ Issues

- Legacy of distrust of government activities by Russian citizens
- U.S. concerns that Russian Federation is not fully cooperative in non-proliferation arena (e.g., weapons sales to Iraq)
- Russian “ownership” of program - U.S. supports, but does not control, demilitarization efforts in Russia
- Diverse, and at times competing interests of multiple stakeholders located throughout the world

# CTR Mission Area (cont'd)

## ■ Approach

- Establish communication channels with key stakeholders to report on program progress
- Develop and disseminate program information to all stakeholder groups through multiple formats - speaking engagements, information materials, briefings, international forums, scholarly journals
- Promote information exchanges and visits between Russian and American citizens, scientists, and government officials
- Provide training and support to Russian personnel responsible for public outreach and involvement in Russia

# NSCMP Mission Area

## ■ Objectives

- Create an ongoing discussion with stakeholders that encourages participation in the decision-making process and allows identification and proactive response to citizen issues and concerns

## ■ Issues

- Involvement of multiple Department of Defense agencies
- Special considerations (Native American, Environmental Justice)
- Extent of Chemical Warfare Materiel unknown
- Non-Stockpile issues at Stockpile sites

## ■ Approach

- Information gathering phase
- Planning and development phase
- National programmatic strategy with input from PEIS scoping and PAO steering committee

# Community Based Strategy - Site Implementation Plans

## **Site Plans ...**

- Provide a mechanism for continuous dialogue with the community
- Incorporate all site messages, recommendations from oversight organizations, and environmental requirements
- Are developed at sites with participation from site team and community
- Serve as “living” documents that change to reflect changing issues, needs and comments from all stakeholders
- Include site goals and objectives that reflect missions and commitment to public involvement
- Offer methods for achieving and evaluating objectives
- Assign roles and responsibilities of site team members

# Community Based Strategy — Moving Forward

- **Site teams know their communities best, we're empowering them to develop plans to meet local needs**
- **We're identifying our communities and spending more time informing and involving them**
- **We're working on stronger media relationships at national and local levels**
- **We're promoting public outreach success stories**
- **We're emphasizing "One Voice" at all levels and locations**

# Community Based Strategy— Outreach Office Global

## Contacts

### Communication Vehicles

### Individuals Reached in FY98

■ Office Visitors	7,076
■ Media Contacts	193
■ Phone Contacts	2,483
■ Tours	3,661
■ Fairs/Festivals	44,668
■ Presentations	9,682
■ Information Material/Direct Mail	15,156
■ Public Meetings 597	
■ Web Page Hits	350,000



# Site Case Studies — Anniston

- **Creating a site plan that includes:**
  - Historical overview, areas of sensitivity, goals and outreach activities
  - Environmental justice program
  - Community Advisory Panel
- **Working directly with citizen groups, both supporters and opponents**
  - Families Concerned About Nerve Gas Incineration
  - Serving Alabama's Future Environment
  - Citizens For A Safer Alabama
  - Jacksonville State University (JSU) students and teachers

# Site Case Studies — Blue Grass

- **Conducting a targeted outreach campaign**
  - Reaching a variety of audiences while incorporating a level of standardization
- **Conducting monthly public tours**
  - Offering tours on different days and times to accommodate a variety of schedules
  - Impacting the public and the media positively
- **Inaugurating an open house program**
  - Corresponding to programmatic milestones or occurring in conjunction with local activities



# Site Case Studies — Edgewood

- **Managing a speakers bureau**
  - Focusing on storage, disposal and emergency preparedness
  - Conducting follow-up activities
- **Involving schools and civic groups**
  - Supporting a foreign exchange visit with both Russian and American high school students
  - Teaching school children about safety

# Site Case Studies — Newport

- **Conducting monthly tours**
  - Sponsoring two public tour dates per month
- **Inviting local students to visit the depot**
  - Hosting 200 students for a day at the depot
- **Facilitating community access to information**
  - Relocated outreach office from the depot to the town of Newport

# Site Case Studies — Pine Bluff

- **Informing the local business community: Business Alliance and Chamber of Commerce**
  - Speaking at both private and public informational events
  - Communicating with local elected and civic officials
- **Reaching special interest groups**
  - Educating students at the University of Arkansas at Pine Bluff
  - Meeting with a local alliance of ministers

# Site Case Studies – Pueblo

- **Responding to community concerns before a weapons disposal plan is in place and a facility is operating**
- **Promoting environmental cleanup**
- **Planning for land reuse**

# Site Case Studies — Tooele

- **Informing employees and new residents about the program**
- **Reaching over 1,200 employees at Deseret Chemical Depot**
- **Responding to accelerated population growth in Tooele County**
- **Conducting roundtables and community forums**
- **Informing communities beyond Tooele**

# Site Case Studies — Umatilla

- **Acknowledging ethnic diversity — Hispanic community outreach**
- **Identifying needs and concerns**
- **Providing accessible material**
- **Protecting Tribal rights — comprehensive monitoring plan**
- **Working to alleviate concerns about environmental impacts**

# Cooperative Threat Reduction Initiatives

- **Outreach Offices**
- **Citizens' Advisory Commission Workshop**
- **Public Hearings**
- **Fact sheet, brochures, bulletins**
- **Medical studies, risk assessments**
- **Web site**
- **Video**
- **Public Outreach Training**

# JACADS Public Information and Involvement Closure Strategy

## Overview

- **The closure strategy**

- Serves as the framework for engaging JACADS stakeholders in public information and involvement activities surrounding the facility=s closure
- Will serve as the model for all continental United States chemical stockpile locations

- **Strategy objectives**

- Gauge established stakeholder interest in closure process and identify additional stakeholders
- Identify current stakeholder issues and concerns surrounding closure to meet stakeholder public involvement needs
- Inform and involve JACADS= stakeholders throughout the closure effort
- Provide timely national and local media notification and information



# PMCD POIO Survey

The U.S. Army is sponsoring a stakeholder survey of citizens living near each of the continental U.S. stockpile sites. The survey purpose is

- **To obtain a baseline measurement of public opinion in these communities regarding the program.**
- **To identify issues of importance to stakeholders**
  - What are the stakeholders perceptions of the program?
  - What are their concerns?
  - How would they like to receive information?
- **To improve public information and involvement efforts**
  - Address misperceptions
  - Resolve concerns
  - Deliver messages through appropriate channels

# Conclusion

- **Public Outreach Guidance**
  - Our program's success is dependent on our understanding and application of the public outreach framework
- **Public Outreach Strategic Overview**
  - Our strategies acknowledge the many, diverse stakeholders in our program.
  - Our overarching strategy guides and provides structure to the entire program.
  - Our site-specific plans acknowledge the differences in each community.

# Conclusion

- **For more information:**
  - **Contact the Public Outreach and Information Office of the Program Manager for Chemical Demilitarization at (800) 488-0648.**
  - **Visit the PMCD web site at <http://www-pmcd.apgea.army.mil>**